

# PHOTO LITHOGRAPHERS NEWS

ISSUED BY THE

NEW YORK PHOTO LITHOGRAPHERS ASSOCIATION

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Edited by Walter E. Soderstrom, Executive Secretary

## N.R.A. CODE

A COMMUNICATION HAS BEEN RECEIVED FROM LITHOGRAPHERS NATIONAL ASSOCIATION which covers in some detail the present status of the NRA Code. The letter, in part, reads:

December 11, 1933.

To All Employing Lithographers in the United States:

A Code of Fair Competition for the Graphic Arts Industries was put into shape for submission to the N.R.A. on Friday, December 8. It is now being polished up by the Codifying experts and will be placed upon General Johnson's desk this week - And then what? Well, it must be analyzed, legalized and scrutinized by Labor and Consumer Advisory Boards. When this Code comes through the N.R.A. wringer it may have undergone some changes. That is to be expected. The Code, as submitted after months of travail, represents what the Graphic Arts Industries, want and believe they should have. But somewhere in its eighty odd pages, some one in the Legal Department or some one on the Consumers Board - an analyst or somebody else - will find something that just must be changed. Labor has been consulted but may hope through protest to secure more than is offered in the Code. Much of the above has already been accomplished and the balance of the work will be rushed as there is a sincere desire on General Johnson's part to get this highly complicated G.A.I. Code finished and approved.

The Trade Product Groups have a well defined position in the Code - with "jurisdiction over all matters relating to distribution of the particular product or products with which the group is identified so far as the members of the Association designated as its administrative agency are concerned". Approved Trade Practices of Product Groups are binding upon all establishments whether members or not.

We are nearing the end of this chapter in the Book of Codes. The time consumed has seemed unnecessarily long to all but there have been so many problems - local, regional, national, competitive and otherwise - and so many points of view to be reconciled that it is a wonder that as good a Code as this has been prepared. It will be disappointing to many. All codes are. It will be regarded as onerous by some. All codes are. It will be disregarded by some. All codes are - by some individuals once, by others more than once, but there are teeth in this Code.

The competitive relationships of individual establishments - of cities and towns, of North and South, of East and West, of Union and Open Shop establishments, of actual costs and prescribed costs, and so on and so forth - have been argued

and re-argued with the result that in the Code you will find provisions arrived at after full discussion, frequent revision and much refining. All credit to those who have given almost continuous time and effort to the work without losing either temper or patience and with a supreme display of tolerance.

We shall soon have an approved Code. The P.R.A. will have served its purpose. Note, however, the difference: the P.R.A. was and still is an individual agreement with the President, enforceable through Compliance Boards but not through machinery of an industry; a Code is binding upon all establishments in an industry and the responsibility for enforcement rests upon the Code Authority and other agencies set up in the Code for the industry. We have, therefore, a definite responsibility and a great opportunity. To secure the full benefits, a quality administration must be assured. This is not a job for political favorites but a job that calls for the best men in the industry. Most lithographers will insist upon fair observance of all Code provisions. A few will continue to be "chiselers". These few will prefer not to put their cards face up on the table but they cannot be allowed to interfere with the success of a sound administration of the Code. Each establishment is required, under the Code, to pay its share of the expense of administration and it is only common sense, therefore, to say that each establishment should want to have a voice in Association affairs. In the near future there will be a meeting of the L.N.A. directors to act upon Code matters. It will soon be time for a regular Convention which will be the most important meeting ever held by lithographers. Let's make the Association as strong as possible, as representative as possible, as efficient as possible, and as successful as it is humanly possible to make it, by choosing the best man in the Association to carry out the provisions of the Code.

Yours very truly,

MAURICE SAUNDERS  
Secretary

## MINIMUM COST SCALE

WHEN WILL WE HAVE OUR MINIMUM COST SCALE FIGURED? is a question often asked headquarters. Many long hours are being spent in compiling these costs. It is no small task to compute these costs taking into consideration all of the variable factors for a great many job situations. Be sure the problem is in process of solution. We are moving slowly but surely in the direction of a cost schedule which should protect us all against selling at a loss. In the meantime, the minimum cost schedule adopted September 28, 1933 is in full effect.

# PUBLICITY AND PHOTO-LITHOGRAPHY ARTICLES OF INTEREST TO MEMBERSHIP

"Lithography and Offset, New Simpler Method of Offset Plate Making, Involves Use of Two New Chemicals, Stayon and Etch-o-Lith; Their Functions Described by John B. Webendorfer, Sales Manager, Webendorfer-Wills Co."

"PRINTING" Page 26, December 1933

"Photo-Litho Assn., Organizes--Soderstrom, Executive Secretary".

"PRINTING" Page 28, December 1933

"Webendorfer Offset"  
Advertising Offset Equipment to Printers.

"PRINTING" Page 25, December 1933

A FILING UNIT AND A TYPEWRITER is needed by headquarters. We can hold expenses down in the office if someone will loan or donate these two much needed items.

A DESIGN OR TRADE MARK: It is suggested we as an association adopt one. A trade mark will let your customers know that we have banded ourselves together to eliminate unfair and unethical competition. Do you have an idea for such a design

## WHERE DO WE COME UNDER THE CODE?

WOULD YOU LIKE A COPY OF THE REVISED NRA CODE? We are writing to Washington to secure a supply of these Codes for those interested. Some of the questions asked about our Code are:

Where do we come under the Code?

We come under the Product Group which reads:

"(g) No. E-11. Photo-Lithographing. This group shall include all member establishments engaged in the sale and distribution of photo-lithographic products and services. The administrative agency of this Product Group is the National Association of Photo-Lithographers."

Who is going to pay for the cost of administering the Code?

This cost will be met by photo-lithographers on the basis of a tax on sales. The Code reads:

"ASSESSMENTS FOR ADMINISTRATION. Each establishment shall be required to meet its fair and equitable share of the expense of administrative agencies under which it operates. Failure to meet these obligations promptly shall constitute a violation of this Code."

Do we come under any work division other than that of photo-lithography?

"(f) No. B-1. Lithographic Printing. This industry shall include all Lithographic Establishments using lithographic, planographic, or photo-lithographic printing processes, and those producing transfers. The National Code Authority of this Industry is the Lithographers National Association."

What constitutes an unfair price quotation under the Code?

"Section 8. UNFAIR PRICE QUOTATION. Upon complaint of a bidder, in writing, to any governing body having jurisdiction, that a successful bidder has quoted an unfair price,

such governing body shall require the submission to it of the specifications and prices of the successful bidder on the order and shall investigate and determine whether any violation of this Code has been committed."

Are we permitted to use an Open Price Reporting Plan?

The Code reads:

"(c) OPEN PRICE REPORTING PLAN. The right of National Product Groups and/or other specialized groups of establishments under the supervision of the National Code Authority to adopt an Open Price Reporting Plan is specifically recognized provided that the operation of such a plan does not permit selling below cost as herein prescribed."

How much information regarding our business will be required by those in charge of the NRA Code here in New York?

"(d) STATISTICS. Each establishment shall accurately prepare and file with its National Code Authority when, as, and if prescribed by said National Code Authority statistics of plant capacity, hourly costs, number of employees, wage rates, employee earnings, hours worked, and such other data and information as the National Code Authority may from time to time require. The information so obtained shall be kept confidential by said National Code Authority so far as it may concern the detailed information reported by any establishment."

Will our Association be permitted to enforce the Code here in New York?

"(m) ENFORCEMENT. Any industry or product group may adopt and enforce any other rules which do not conflict with any provisions herein."

Does the Code have sufficient "teeth" in it to make it effective?

"PENALTY FOR VIOLATION. The penalty for the violation of any of the provisions of this Code shall be as provided in the National Recovery Act, and in addition thereto, the cost of investigation may be added."

If there are any questions you want answered regarding the Code, please put them in writing and headquarters will endeavor to secure answers.

## THE MINIMUM PERCENTAGES AGREED TO FOR RUSH SERVICE ARE:

### RUSH SERVICE.

One to 32 pages	1 day	Schedule plus 50%
	2 days	Schedule plus 25%
33 to 64 pages	1 day	Schedule plus 50%
	2 days	Schedule plus 25%
65 to 96 pages	3 days	Schedule plus 10%
	1 day	Schedule plus 50%
	2 days	Schedule plus 33-1/3%
	3 days	Schedule plus 25%
	4 days	Schedule plus 10%.

Exceptions lower than these percentages, in our opinion, constitute unfair practice.



AN UNFAIR ADVANTAGE IS TAKEN WHERE a competitor suggests to a customer the substitution of an inferior paper stock. When a prospect asks for a quotation on both bond and offset, of course, he should have both figures. But when he asks for a quotation on bond and the photo-lithographer suggests a different inferior stock, this, in our opinion, is unfair practice.

### GOOD PUBLICITY IS DESIRABLE

Within the month one of the large metropolitan papers gave good publicity to photo-lithography as a means of reproducing city departmental material.

An item in the December issue of a Collector's Magazine reads:

### "AN INEXPENSIVE WAY TO MANIFOLD WANT OR OFFERING LISTS

Occasionally a collector may wish to give a special want or offering list fairly wide distribution, in which instance excessive cost of printing or nuisance of multiple manifolding is to be avoided. A desirable scheme is to typewrite a first copy in black, and have it reproduced by the "photo offset" process, which costs less than \$1.50 for a first 100 letter size sheets and about 25 cents per hundred for additional hundreds. To get more data on a sheet, the reproduction may be made on a reduced scale. For instance, in making up an ordinary size letter sheet, two typewritten columns 6 inches wide, placed aside of each other and reproduced on a smaller scale to 7 inches across both columns, will still be clearly readable if the original typewriting is reasonably sharp, and there will be plenty of margin at the sides for good appearance. The process admits also of line illustrations of stamps or even fairly coarse screen half tones, but to meet requirements of the government, the mutilating line through each stamp must appear in the copy, or special instructions must be given to the engraver to put it in before photo-graphing. Such illustrations will not be as clear as though printed, but are good enough for many purposes.

Firms who do this photo-offset work may be found in most large cities. Delivery is usually made in two or three days.

A. Eugene Michel"

If you get a chance to publicize the advantages of photo-lithography in magazines or newspapers do so.

### POSITION WANTED:

Young woman 10 years training U.T.A. and E.B.A. cost systems. Typing, switch board operator and receptionist, experience. Phone headquarters Watkins 9-8248.

### METROPOLITAN LITHOGRAPHERS ORGANIZE

A meeting of the lithographers of this area was held at the New York Athletic Club December 8, 1933. The purpose of the meeting was to bring into being an organization to take the place of the Eastern Lithographers Association which disbanded in November.

The Metropolitan Lithographers anticipate that the new organization will be designated as the local compliance board for lithographers

operating in this area. As the NRA Code is now set up, it appears that the photo-lithographers will need to use the New York Photo-Lithographers Association in matters of trade practices, price levels, etc. Labor matters, cost finding and general coordination of all groups will be handled through the Metropolitan Lithographers Association.

A committee appointed to nominate an Executive Committee reported as its choice:

J. George W. Higgins	Under authorization to
Charles W. Frazier	add up to four addi-
Wm. Ottmann	tional members to pro-
Milton Thwait	perly cover the indus-
Leroy Latham	try, it added:
Morris Einson	Wm. Sweeney
Charles P. Smith	George Loder
	H.H. Platt

The Executive Committee organized itself as follows:

Wm. Sweeney	Chairman
Wm. Ottman	Vice Chairman
H.H. Platt	Secretary
Milton Thwait	Treasurer

1934 dues were fixed at \$10 a year.

Mr. George Loder was asked to comment on the work now being done by the New York Photo-Lithographers Association.

Leroy Latham addressed the group, stressing the importance of operating under a good cost system. He covered in some detail cost systems now being operated in other localities.

Trowbridge Marston, President of the Lithographers National Association flew back from Washington to attend the meeting. He covered in considerable detail the NRA Code hearing, answering many questions regarding the Code and how it will work from the floor.

### Comment of your Secretary:

Do not under estimate the importance of this group. If it is to be the NRA machinery for lithographers and photo-lithographers in this area, then certainly we need to join in formulating its plans and policies. Application blanks are available at headquarters.

### "LET US LOOK AT THE RECORD"

It is interesting to get a picture of the way some firms do business. Here are excerpts from letters sent headquarters on complaints investigated:

"We regret that we cannot vary these rates even for an old friend like you. To do so would be contrary to the NRA, and I am sure you would not want us to resort to 'chiseling' to get an order."

"With the 'New Deal' the prices we have already given you are the lowest we can possibly quote for your work. We believe if you have a lower price, our competitor must have misinterpreted your requirements and you will find that if you place your business elsewhere, your final bill will be no less than ours."

"I am enclosing correspondence with the Company which will give you the complete picture of how these people attempted to secure a lower price from us, but I believe after you have gone through this, you will be convinced that they did not succeed."

## TRADE ASSOCIATION BENEFITS

Every step in the Recovery program is emphasizing the necessity for sound accounting methods and the value of accounting in effective industrial control.

Some system of policing industry is bound to develop out of this experiment and, irrespective of the form it assumes, it is certain to be predicated upon some definite rules to prohibit selling below cost.

Such rules cannot be established or enforced without the aid of adequate, reliable and complete accounting data, intelligently interpreted.

Regardless of what we may think, and notwithstanding the Sherman Act, the Clayton Act, and other anti-trust acts, many of our trade associations have been attempting to mitigate free and unrestrained competition. The proper functioning of associations has been hampered hitherto - they have been harassed to a great extent by the inflexibility of our laws and uninterpreted meaning thereof. It appears fair to state that they have not accomplished their economic purpose in the fullest measure and it is suggested that the National Industrial Recovery Act serves to provide the means for changing this situation.

A recent study indicates that, while it may be true that in organized industry it is more difficult for any single company to pile up an enormous surplus from operations, it is equally true that, for the majority of companies, it is easier to operate at a reasonable rate of profit.

Every industrial and commercial enterprise in this country ultimately will be bound by regulations set up under an approved code for the industry of which they are a part. For many concerns this will be a new experience. They have not participated heretofore in trade association activities and, if participating, it has been felt that the benefits did not justify the expense involved. But the irritating anti-trust laws have been suspended, at least for a time.

Permanent recovery depends, at least to a great extent, upon the speed with which the nation can balance its economical life. The degree of independence allowed individual enterprises in the immediate future will be dependent upon the wisdom with which associated groups, or trade associations, are able to restrain selfish entrepreneurs, and reward cooperating companies by returning profits and security in business.

## EXHIBIT DIRECT MAIL ADVERTISING DECEMBER 18 - 22

You are invited to visit and study the famous "49 Ways" Exhibit of the Direct Mail Advertising Association - it will be in New York for only five days.

In life size, there are over 150 feet of classified specimens of successfully used direct mail advertising. You will find a listing of the panels - but they must be seen and studied ... to get full value from them ... to get ideas which can be put to work - in 1934 - to push your business forward.

On Wednesday, December 20th, two special feature meetings will be held. There will be -

1. A LUNCHEON meeting in the Roof Garden (adjoining exhibit on 18th floor) at 12:30 P.M. with Charles E. Murphy acting as Chairman. John A. Smith, Jr., Frank E. Davis Fish Company, Gloucester, Mass. will be the featured speaker on the subject "The Logical Application of Direct mail to Your Business - or Any Business".

Here is your chance to hear a man who uses over five million pieces of direct mail each year. And he tells how he gets results.

Eliot Wight, President of the D.M.A.A., will be present to explain the "49 Ways", - and John Howie Wright has promised to give a 5-minute summary of the ideas developed at this meeting.

2. An evening forum meeting at 8 P.M. in the Roof Garden on the 18th floor. Admittance by free ticket which can be obtained from D.M.A.A. headquarters. The program is as follows - with Bertram Lewis, presiding.

"Selling by Direct Mail to a Selected Public", William Elliot, Advertising Manager, Packard Motor Car Company of New York. "Practical Uses of Direct Mail for a Retail Store", Edwin S. Marston, Advertising Manager, Abercrombie and Fitch, New York. "What You Can Find Out From the Fifty Leaders", Edson S. Dunbar, Crocker, McElwain Co., Holyoke, Mass. (Director of the D.M.A.A.). "Finding The Prospect - Testing the Approach", George B. Mathews, Advertising Manager, The Shelton Looms, New York.

## COOPERATION IS IMPERATIVE

Price agreement between areas is desirable. In response to requests sent to other areas as to prices charged and how overlapping unfair competition may be eliminated, we hear that Boston has organized its local Photo-Lithography Association. Boston writes:

"We would appreciate any information you can give us on the price situation in New York now and elsewhere if you have it available. Tell us, if you will, how you assess the expenses of your organization and what protection you think possible for us in Boston on New York competition, because New York prices in the past have pushed ours down to an unprofitable level. We are prepared to get them up and want to do so but recognize that we cannot get more money than the prevailing New York prices. Any ideas you can give us will be greatly appreciated and our best wishes for your success in your section."

Advices from Washington and other centers indicate activity on cost matters. We have written other areas to give them the advantage of our thought and experience. Cooperation is the keynote and we here in New York will cooperate by giving any other Area Association complete information as to our work here.

After local areas have perfected their organizations, it is anticipated that the various headquarters will exchange membership lists so anyone anywhere can know the names of all firms who have, as evidence of their willingness to stamp out unfair practice, joined local Associations. Let us know who is and who is not cooperating.



PASS THIS BULLETIN ON TO OTHERS IN YOUR ORGANIZATION WHO SHOULD READ IT. IF YOU DESIRE ADDITIONAL COPIES PLEASE REQUEST THEM.

# COMPLAINTS ARE BEING INVESTIGATED

Headquarters is busy receiving, investigating and wherever possible, settling all sorts of complaints. Requests for information on competition have come from many firms. Many are trivial but every one has been thoroughly investigated.

The complaints in the main fall into three classes; those covered under our minimum cost schedule agreed to by our members on September 28, 1933; a second group, those not covered by this schedule of minimum costs; and a third group, those covered by agreement between firms handling a special kind of business.

It is gratifying to report that not one firm complained against has refused to give full information to the Secretary. It seems the old cover-up game of refusing to let anybody know what is being done, has given away to a "New Deal" under which all of our members are determined to bring a better competition into play. If it is necessary to let someone come into their office to inspect their estimates, job orders, contracts and even accounting records, they are willing to give this full cooperation.

You will be interested in knowing that not only is your competitor willing, but he has already been called on to lay all of his cards on the table. The first few complaints developed situations to immediately test the proposition of whether we as an Association can effectively deal with chiseling, unfair practice, and other difficulties in the industry. One complicated situation, where several photo-lithographers had quoted on a volume of business running into medium four figures, developed policy and precedent with the growing pains always attendant in such a situation.

The situation assumed importance, in that here was a good volume of business, a number of firms hungry for it; the buyer, of course, anxious to buy to best advantage, determined to drive as hard a bargain as possible.

To acquaint all of our members with the thoroughness and dispatch with which we intend to proceed in handling complaints, a fairly complete picture of this case is presented herewith.

Needless to say, a photo-lithographer who has quoted on a volume of business running into several thousands of dollars is insistent on an immediate and thorough report. Imagine his consternation, if you will, when he is told that he must cut his price below costs in order to get the work, that his competitor who has agreed to sell at prices not lower than minimum costs has submitted a better proposition. A photo-lithographer at this point wants to know exactly whether his Association is in a position to find out for him the facts in the case.

The Secretary secured an appointment over the phone giving the story to the competitor who was under question. The competitor said, "Yes, come and see me. We will be glad to show you all of our records."

Several hours were spent in seeing the records, and in taking off pertinent information. It was found that the member complained against had a contract at prices not less than the agreed minimum cost scale but that his charge for rush service was less than that agreed to by our membership. The contract was made considerably previous to the adoption of any minimum cost schedule and the member explained, therefore, that he did not know what

rush service charges would be set for rush service at the time he quoted his prospect.

The Secretary reported these facts to all concerned but because of many complications in the situation, the competitor asking for facts in this case required further evidence that his competitor was not "chiseling" or obtaining business on an unfair basis. The Secretary phoned the member complained against again telling him that the complaining member was not satisfied even yet and asked for a conference in the office of the member complained against, such a conference to be attended by all of the parties concerned.

Consider, if you will, a few of your competitors coming to your office to look over your records. Obviously, when the group gathered for the conference, feelings were at a pitch and concern was felt as to the outcome of such a meeting. However, the conference had not proceeded far before all of the records were thrown wide open for everyone to see.

The member asking that the matter be investigated was thoroughly convinced that his competitor had quoted fair prices. He was shown a contract, orders and other material relating to the complaint. He accepted as explanation for the low percentage quoted for rush service, the statement of his competitor that "these percentages for service were established before the Association had agreed to a uniform special service change."

After a free discussion with everyone laying his cards on the table and getting out of his mind all suspicion and doubt, this complicated situation was amicably settled. What might have grown to a long drawn-out and bitter struggle between photo-lithographers with the customer getting all of the advantage was agreeably cleared up. The conference closed with good feeling evident on every side and it was agreed that it had been a good thing to get right down in the dirt to discuss this first trying situation.

It is pleasing to note that not all of the complaints are against any one or two members.

Price cutting has been in vogue for so long a time now that almost every salesman anxious to earn his commission is tempted to "get the order at any price." This method of "selling" must be stopped by those in charge of sales activities for the member firms. It will be embarrassing to have all of the complaints develop a trend in any one direction.

On investigating the early complaints, the Secretary found members who had been complained against, frankly admitting "yes, we quoted below scale in error." "Our salesmen revised the estimate under changed specifications." "We left out the paper, etc., etc." Good judgment dictates the acceptance of an honest mistake but excuses cannot be accepted over and over. Tricks are good while they last but if you play tricks on your competitor be sure your sins will find you out.

Some members have inquired as to what price they should quote in distant localities. Headquarters is endeavoring to secure from other areas price agreements so the question of a fair competition between these areas can be established and an all around protection secured.

We believe we are on the right road to a better competition in the industry. A membership ready and willing to cooperate 100% will soon find that it is much more profitable and easier to do business with the cut-throat cancer removed.

### THE VALUE OF TRADE ASSOCIATIONS TO GOVERNMENT AND INDUSTRY

The value of the trade association, under the new economic situation resulting from the National Recovery Act, was brought out plainly by William H. Spencer, dean of the School of Commerce of the University of Chicago, in an address before the recent convention of the United Typothetae of America.

#### Serve Both Government and Industry

"The NRA," said Dr. Spencer, "marks the beginning of a new and, I think, a better relationship between government and business. For the period of the emergency at least, the government has made the trade association a quasi-governmental agency in its program of business stabilization. The prestige and power which the trade association will gain during the emergency will not be lost when the emergency has passed.

#### Cooperation

"The well-organized and managed trade association has in the past performed valuable, if not indispensable, services for its members, services which the individual member could not have performed for itself because of the costs involved. A notable illustration of such services is cooperative research which many trade associations have so effectively conducted since the World War. The average individual business could not possibly establish and operate a research department comparable to that which a well-organized trade association can furnish its members.

"Closely akin to cooperative research and, of course, growing out of it, is the advisory and counselling services which most trade associations make available for their members. Your own organization offers such services covering a wide range of topics.

#### Eliminate Unsavory Practices

Campaigns of publicity and education on the one hand to create good will for the industry, and, on the other, to combat unfavorable public attitude, actions, and legislation, are important, if delicate, functions of the association. There are many notable instances in which trade associations, through cooperative advertising and joint activities of other kinds, have extended existing markets and developed entirely new ones for the products and services of its members.

"From the outset, the trade association has set as one of its objectives the elimination of unsavory competitive practices in its industrial area. To this end, it began a good many years ago to adopt codes of ethics. Some time after the World War it took another important step in self-discipline in the holding of a trade practice conference at which, under the supervision of a representative of the Federal Trade Commission, it adopted codes of fair practice.

"But the trade association was not particularly effective in the enforcement of either type of code. It could not compel membership of all businesses in its industrial area, and lacked adequate power to discipline offending members.

#### Associations To Do NRA Job

"These codes were largely in the nature of gentlemen's agreements, and gentlemen's agreements are not always kept. They broke down, as a writer in a recent issue of 'Fortune Magazine' pointed out, because 'only sixty per cent of the agreeers were gentlemen; thirty per cent merely acted like gentlemen; and ten per cent neither were, nor acted like, gentlemen.'

"The association will certainly be expected to carry the major portion of the burden of enforcing the new codes of fair competition. The Recovery Act, of course, establishes severe penalties for violations of the codes, gives the federal court jurisdiction over these offenses, and provides that these courts may enjoin violations of the Act. The Federal Trade Commission will continue its activities against unfair practices and industrial guerrilla warfare. But to me it is inconceivable, as some persons are now suggesting, that the National Government will mobilize an army of officials, like the army produced by prohibition, and set it to the task of policing American industry. If the Government contemplates this course of action, then, in my opinion, we should abandon the experiment here and now.

"If the experiment is to be successful the trade association must carry the major responsibility for enforcement of the codes. Its chief contribution in the enforcement of codes of ethics and codes of fair practice came through campaigns of publicity, education, and peaceable persuasion. There is no doubt that in the future, the trade association, in the enforcement of the new codes of fair competition, will have to rely to a greater or less extent upon mild and merciful sanctions. This is as it should be.

"The trade association, as time goes on, will certainly be expected to play an important part in business planning - the control of production and prices. Just what form this business planning will assume, no one yet knows."

#### TYPING COSTS

It has been suggested an average costs for typing 8½ x 11 pages be included in our cost schedule. Your costs for this typing work will give us a basis for an average. May we have your costs

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